



**Bill Postmus**  
Assessor

### **Mission Statement**

*The Assessor's Office performs the state mandated function to:*

- Locate, describe, and identify ownership of all property within the county.*
- Establish a taxable value for all property subject to taxation.*
- List all taxable value on the assessment roll.*
- Apply all legal exemptions.*
- Protect the rights of taxpayers.*

*Assessor business is performed for the public benefit in a manner that is fair, informative and with uniform treatment. It is necessary as a means of revenue generation in order to fund essential public services and efficiently operate county and state government for the people.*

### **GOALS**

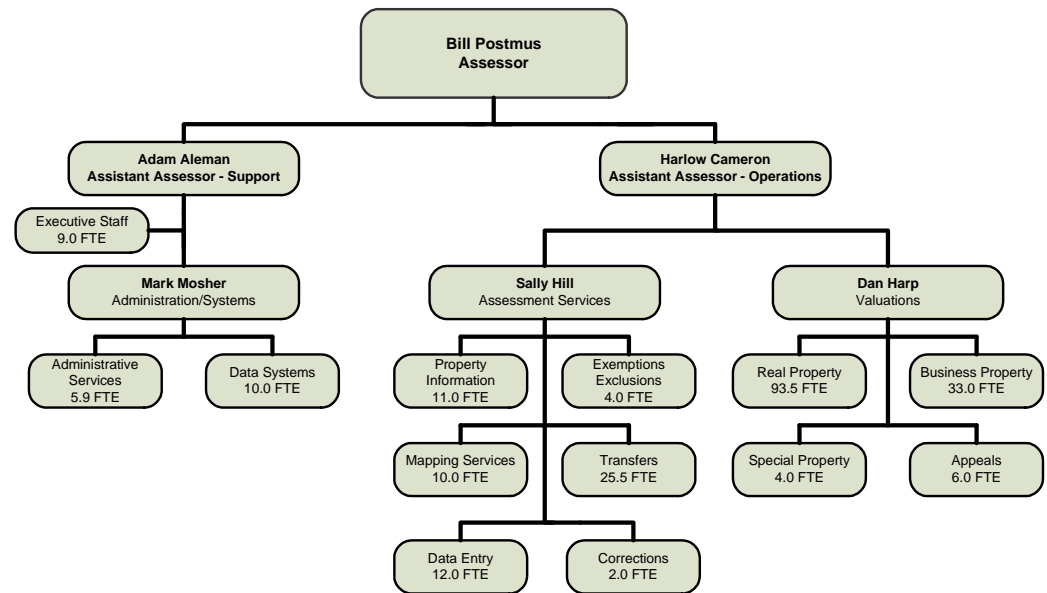
**PUBLISH THE ANNUAL ASSESSMENT ROLL  
TIMELY/ACCURATELY**

**MAKE PROPERTY VALUATION  
INFORMATION ACCESSIBLE AND  
UNDERSTANDABLE**

**ENHANCE  
OPERATIONAL EFFICIENCY AND  
PRODUCTIVITY**

## **ASSESSOR**

### **ORGANIZATIONAL CHART**



### **DESCRIPTION OF MAJOR SERVICES**

Under California law, the Assessor establishes a value for all property including residential, commercial, business and personal. The Assessor maintains current records on approximately 770,000 parcels of real property, 45,000 business property accounts and 35,000 other assessments including boats, aircraft, and manufactured home accessories. The Assessor also administers 17 different types of property tax exemptions including homeowners, veteran, disabled veteran, church, religious, and welfare exemptions.

### **2007-08 SUMMARY OF BUDGET UNITS**

	Appropriation	Revenue	Local Cost	Fund Balance	Staffing
<b>General Fund</b>					
Assessor	18,354,905	1,385,000	16,969,905		203.5
Total General Fund	18,354,905	1,385,000	16,969,905		203.5
<b>Special Revenue Funds</b>					
State/County Property Tax Admin Program	2,628,254	2,322,858		305,396	28.4
Total Special Revenue Funds	2,628,254	2,322,858		305,396	28.4
<b>Total - All Funds</b>	<b>20,983,159</b>	<b>3,707,858</b>	<b>16,969,905</b>	<b>305,396</b>	<b>231.9</b>

## GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

### GOAL 1: PUBLISH THE ANNUAL ASSESSMENT ROLL TIMELY AND ACCURATELY BY ASSURING QUALITY CONTROL AND STANDARDIZATION

*Objective A: Identify and properly value all taxable property.*

*Objective B: Perform periodic and rotating accuracy checks on the processing of changes of ownership.*

*Objective C: Perform non-mandatory audits to assure businesses are reporting accurately and as required by law.*

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
1A. State Board of Equalization quality control rating.	N/A	99.56%	>95% accuracy	>95% accuracy	>95% accuracy
1B. Review a sample of 500 change of ownership events annually for accuracy.	N/A	94%	95% accuracy	95% accuracy	95% accuracy
1C. Percentage increase of non-mandatory audits performed annually (number of audits)	N/A	24% (42)	15%	43% (60)	25%

#### Status

Government Code Sections 15640 and 15642 define that the State Board of Equalization shall perform assessment practice surveys for each California county and define the scope of the surveys. Revenue and Taxation Code Section 75.60 indicates that minimum assessment levels are needed for the county to be eligible to recover costs associated with administering supplemental assessments and that the county must obtain at least 95% of the assessment level as determined by the Board's most recent survey. Surveys are conducted every 4 years and the next one is scheduled for 2008.

With the acquisition of the new Title Transfer Technician II position in November 2007, random surveys of property change of ownership events are being performed and the results evaluated for accuracy. A 95% accuracy rate was projected for 2006-07 and 94% was achieved. It is anticipated that a 95% accuracy target can be achieved by corrective action taken based on information gathered from the surveys.

Non-mandatory audits help assure compliance with personal property reporting guidelines and are recommended by the State Board of Equalization Assessment Practices surveys. In 2006-07, 42 of these audits were completed (24% increase over 2005-06) surpassing the target of a 15% increase. It is anticipated that 60 audits will be completed in 2007-08 and 75 in 2008-09.

### GOAL 2: MAKE PROPERTY VALUATION INFORMATION MORE ACCESSIBLE AND EASIER TO UNDERSTAND

*Objective A: Enhance the Assessor's Internet website.*

*Objective B: Increase the amount of Spanish materials available.*

*Objective C: Improve the Assessor's phone system.*

#### 2006-07 ACCOMPLISHMENTS

- ❖ Reduced taxpayer wait time when calling for property information
- ❖ Continued development of Assessor website
- ❖ Implemented use of automated sales program
- ❖ Reduced lag time of Transfers and Mapping production
- ❖ Further enhanced the capabilities of Assessor Workflow System
- ❖ Increased supplemental roll extractions
- ❖ Established the Office of the Taxpayer Advocate

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
2A. Percentage of "yes" responses in satisfaction survey.	N/A	42%	80%	60%	70%
2B. Number of Spanish materials available.	N/A	0	4	4	4
2C. Percentage decrease of callers who receive a busy signal (400 callers or less in 2006-07).	N/A	43%	10%	88%	>95% (goal achieved)

#### Status

Visitors to the Assessor's website are asked: "Did you find the information you were looking for? Yes or No." And, "If not, what information were you looking for?" Based on responses to the survey, future improvements will be made to the website. In 2006-07, a 70% satisfaction rate was estimated and only a 46% rate was achieved. In 2007-08, the target satisfaction rate was set at 80% and it is anticipated that only a 60% rate will be achieved due to a more realistic expectation of public response.

The number of Spanish-speaking property owners has increased in recent years. To assist these taxpayers in understanding the assessment process, forms and instructional materials must be translated into Spanish. Failure to translate materials will require staff to verbally explain each program or leave taxpayers with an incomplete understanding of these assessment issues. In 2006-07, no instructional materials were translated and the target of 2 was not achieved due to the inability to dedicate staff to this task. In 2007-08, the inability to dedicate staff continues and therefore the Assessor has put forth a policy item to outsource the translation. There are 343 forms and 50 web pages yet to be translated. It is anticipated that no additional forms or web pages will be translated in 2008-09 without additional staff. However, if Policy Item #8 in the Requests For Additional General Fund Financing section is approved, a contractor will perform the translation project, and it is anticipated that 100% of the forms and/or web pages will be translated in 2008-09.

Past surveys of wait times for callers to the Assessor's Office property information lines revealed that callers must sometimes wait unacceptable periods to speak to a staff member. The current Automated Call Distribution phone system assists callers by routing them to appropriate staff members. Adequate staff must then be available to assist callers. To decrease the amount of time callers must wait, two additional Office Assistant positions were added in 2006-07. Further, the acquisition of an enhanced phone monitoring system, approved for 2007-08, will provide the data needed to make assessments for future improvements. Additional improvement is expected with the Assessor's new internet website, an alternate source of information, in 2007-08 and into 2008-09.

### GOAL 3: ENHANCE OPERATIONAL EFFICIENCY AND PRODUCTIVITY BY IMPLEMENTING NEW TECHNOLOGY, POLICIES AND PROCEDURES

*Objective A: Perform system reengineering.*

*Objective B: Maintain current systems.*

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
3A. Number of system reengineering tasks completed. (3 tasks in 2006-07) (There is no set number of tasks to complete. The goal is to try and find ways to improve the old ways of doing business for continuous process improvement.)	N/A	3	6	6	5
3B. Percentage of functionality/availability of systems – defined as available user time per employee (2088 hours).	N/A	>95%	>95%	>95%	>95%

#### Status

System reengineering is the review for efficiency and the opportunity for improvement of current automated and manual processes such as converting building record images to electronic format. As workload constantly increases, processes are reviewed to eliminate inefficiencies. In 2006-07, three tasks were projected for completion, and all were achieved. In 2007-08, six tasks are targeted for completion.

The Assessor's Property Information Management System, Transfers Workflow, AES, APEX and GIS systems are in constant use and are updated by Assessor staff. If these automated systems are unavailable, roll processing and public assistance cannot occur. System hardware must be maintained and upgraded to assure that Assessor systems are

available no less than 95% of the time. The current uptime for systems is 95%, the Assessor's office strives to have greater than 95% functionality/availability of all systems. As computer hardware ages, it must be replaced to maintain productivity. A typical replacement schedule is every 3–5 years. In 2006-07, the estimate of >95% system availability was achieved and is expected to continue in 2007-08.

### APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

Brief Description of Policy Item	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
<b>2006-07</b>				
1. Add 5.0 positions and reclassify 1.0 to increase public service (ongoing funding).	5.0	257,757	-	257,757
2. Add 15.0 positions to minimize workload backlog and delays in valuation (ongoing funding).	15.0	1,045,950	-	1,045,950
3. Add 4.0 positions to increase transfers quality (ongoing funding).	4.0	162,315	-	162,315
4. Reclassification of critical staff for drawing/redrawing building plans/records (ongoing funding).	-	8,800	-	8,800
5. Add 1.0 position to assist in reengineering processes (ongoing funding).	1.0	104,378	-	104,378
6. Add 2.0 positions to increase public outreach (ongoing funding).	2.0	154,500	-	154,500
7. Add 1.0 position to coordinate facility/safety projects (ongoing funding).	1.0	79,000	-	79,000
<b>2007-08</b>				
1. Add 1.0 position for internet website translation and maintenance (ongoing funding).	1.0	87,000	-	87,000

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
<b>2006-07</b>					
P1. Percentage decrease in taxpayer wait time.	N/A	N/A	6%	6%	N/A
P2. Percentage decrease of backlog of appraisal units (Backlog 6084 in 2006-07, 8603 in 2007-08).	N/A	-39%	15%	15%	15%
P3. Maintain transfers accuracy rate of 95% or greater (200,000 documents in 2006-07).	N/A	94%	96%	95%	95%
P4. Maintain mapping accuracy rate of 95% or greater (95%, 2007-08).	N/A	95%	96%	95%	95%
P5. Number of system reengineering tasks completed	N/A	5	9	9	9
P6. Percentage increase in public outreach.	N/A	N/A	70%	70%	N/A
P7. Percentage of adverse work environment conditions reviewed.	N/A	100%	100%	100%	100%
<b>2007-08</b>					
P1. Number of web forms translated.	N/A	N/A	24	10	24

#### Status

In January 2007, two additional Office Assistant III positions were filled in Property Information. These individuals are now trained and have successfully reduced the number of taxpayers who receive busy signals.

The increase in appraisal backlog is due to an unanticipated increase in Prop 8 reviews. The department hired 10 new Appraisers, however, they were in training and not at full production speed which caused an increase in backlog.

Improved quality has been realized in the processing of certain transfer transactions including legal entity exclusions.

Improved quality has been realized in the area of certain mapping transactions including parcel cuts.

In order to increase the organizational efficiency of the office, several process re-engineering projects have been initiated by the Assessor. During 2006-07, 5 projects were completed. The process of looking at operational workflow will continue and new methodologies will be implemented as required.

The identification of adverse work environment issues has begun. The need for ergonomic work stations has been identified and stations have been modified. In addition, unsafe stairwell conditions have been identified and rectified.

In 2007-08, the Board approved the addition of a Business Systems Analyst II position to assist in the development and maintenance of web pages and translation into Spanish. Due to the difficulty in hiring an individual versed in web and Spanish translation within this job classification, no progress has been made relative to this task. For this reason, the expected number of pages for 2007-08 has been reduced.

The combination of the new staff and phone monitoring capabilities will assure that the goals previously achieved are maintained.

## 2008-09 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS), INCLUDING NEW CAPITAL IMPROVEMENT PROGRAM (CIP) PROJECTS, OR BUSINESS PROCESS IMPROVEMENT (BPI) RESERVE FUNDS

Brief Description of Policy Item, CIP, or BPI reserve funds request		Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
1.	Equipment refresh. (Policy Item ongoing funding)	-	200,000	-	200,000
Equipment Refresh - The efficient operation of the Assessor's office is dependant on the availability of computer systems. Historically, replacement of these tools has been based on failure or as funds are "found". Since the Assessor is a critical part of the property tax cycle, it is important to be pro-active in the maintenance of equipment on a 3 year replenishment cycle.					
2.	Procure emergency equipment to prepare for future disasters. (Policy Item one-time funding)	-	100,000	-	100,000
During the Green Valley and Slide fires of 2007, needs were identified for the following devices to provide data accurately and expeditiously: 10 emergency radios, 3 satellite phones, 18 Nomex fire suits, wireless cards, laser printer.					
3.	Procure GPS devices to assist with property identification during emergencies/disasters (Policy Item one-time funding)	-	25,000	-	25,000
These devices will assist appraisers in locating and identifying properties in remote and difficult terrain in their duties preparing the assessment roll and damaged property identification.					
4.	Relocate computer server room. (CIP one-time funding)	-	90,000	-	90,000
The current server room is over capacity for proper airflow and temperature management. In the summertime, temperatures in the room rise to critical levels despite the installation of additional air conditioners. Relocating this room is necessary to assure system reliability during emergencies/disasters. There is also a need to expand the system with additional servers.					
5.	Add 1.0 Programmer Analyst II to develop and maintain Assessor map GIS application. (Policy Item ongoing funding)	1.0	86,380	-	86,380
Funding of a Programmer Analyst II position will allow the department to establish new Geographic Information Systems (GIS) applications to improve operational efficiency and create new tools to allow the public the ability to directly access Assessor information such as maps.					
6.	Procure ergonomic workstations. (Policy Item one-time funding)	-	227,500	-	227,500
The workstations in the San Bernardino district office and the Mapping division consist of 1940's era metal desks and side tables. Modern ergonomic workstations are necessary to mitigate the potential risk to employees. This request was included in CIP 06-166 however, based on the current estimates, the original amount will not cover the replacement of all workstations. This request would supplement the previous amount and allow the Assessor to complete the project.					
7.	Hire consultant to translate Assessor forms and web pages. (Policy Item one-time funding)	-	90,000	-	90,000
The number of Spanish-speaking property owners has increased in recent years. To assist them in understanding the assessment process, forms, instructional materials and the Assessor website must be translated into Spanish.					

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
P1. Percentage of equipment replaced.					33%
P2. Percentage reduction in staff time to accurately identify damaged parcels.					95%
P3. Percentage of properties accurately identified.					95%
P4. Percentage completion of West End office consolidation.					100%
P5. Percentage completion of server room relocation.					100%
P6. Number of GIS applications developed.					3
P7. Percentage of non-ergonomic workstations replaced.					100%
P8. Percentage of forms and web pages translated.					100%

## 2008-09 PROPOSED FEE ADJUSTMENTS

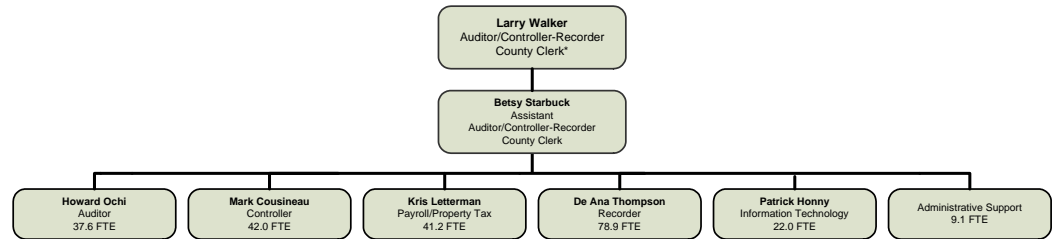
DESCRIPTION OF FEE REQUEST	SERVICE IMPACTS
<ol style="list-style-type: none"> <li>1. Reassessment exclusion for registered domestic partners. Recent changes in the law allow for the exclusion from reappraisal of property on transfer of ownership between registered domestic partners. The law also allows a fee to be charged for the processing of the application. The Assessor currently charges for several exclusions types. The associated fees for these types are being consolidated into a single category in order to simple the fee structure. Periodically the Assessor staff is requested to provide property data analysis. The fee for this service is based on the salaries of the various classes of staff who perform the analysis. The fee has been adjusted to reflect MOU increases. Additionally, it was expanded to include staff costs associated with depositions and subpoenas.</li> </ol>	<p>No impact to current services - small increase in general fund revenue.</p>

If there are questions about this business plan, please contact Mark Mosher, Administrative Manager, at (909) 387-6584.



# AUDITOR/CONTROLLER-RECORDER

## ORGANIZATIONAL CHART



## DESCRIPTION OF MAJOR SERVICES

The Office of the Auditor/Controller-Recorder and County Clerk (ACR) is responsible for providing the county and its constituents with a variety of accounting services and document recording and management services. The Auditor and Controller Divisions record the collections and perform the accounting, reporting, disbursements, and audits of all county financial activities to ensure sound financial management. They are also responsible for developing and implementing accounting systems and standards, conducting operational risk assessment reviews, and administering the Countywide Cost Allocation Plan. The Payroll/Property Tax Division is responsible for payroll services, Employee Management and Compensation System (EMACS) development, and the compilation of property tax rates and revenue disbursements to taxing agencies.

The Recorder Division accepts all documents for recording that comply with applicable recording laws. The Recorder produces and maintains official records evidencing ownership and encumbrances of real and personal property and other miscellaneous records. The Recorder Division is also responsible for County Archives and County Clerk functions. County Archives maintains all the historical records for the county. The office of the County Clerk files and manages records as they relate to vital statistics, fictitious business names, and other records that are required by the state to be filed with the County Clerk.

The ACR has four special revenue funds. The Systems Development fund ensures that the Recorder's recording and storage technology is current. The new Electronic Recording fund finances the Recorder's development of e-Recording, including participation in a Joint Powers Authority (California e-Recording Transaction Network Authority) established for that purpose on a multi-county level. The Vital Records fund provides for the automation and maintenance of vital statistical records that are requested on a daily basis by customers. The Recorder Records fund was established to defray the cost of storing, restoring, and imaging legal and historical documents.

## 2007-08 SUMMARY OF BUDGET UNITS

	Appropriation	Revenue	Local Cost	Fund Balance	Staffing
<b>General Fund</b>					
Auditor/Controller-Recorder	19,357,354	6,102,260	13,255,094		216.8
Total General Fund	19,357,354	6,102,260	13,255,094		216.8
<b>Special Revenue Funds</b>					
Systems Development	20,669,115	3,600,000		17,069,115	20.0
Vital Records	495,542	150,000		345,542	-
Recorder Records	800,000	800,000		-	1.0
Electronic Recording	800,000	800,000		-	1.0
Total Special Revenue Funds	22,764,657	5,350,000		17,414,657	22.0
<b>Total - All Funds</b>	<b>42,122,011</b>	<b>11,452,260</b>	<b>13,255,094</b>	<b>17,414,657</b>	<b>238.8</b>



**Larry Walker**  
Auditor/Controller-Recorder

### Mission Statement

*The San Bernardino County Auditor/Controller-Recorder's Office is committed to serving our customers by processing, safeguarding, and providing information regarding the finances and public records of the county. We perform these functions with integrity, independent judgment, and outstanding service. We are accurate, timely, courteous, innovative, and efficient because of our well-trained and accountable staff.*



### GOALS

**PROVIDE TIMELY AND ACCURATE FINANCIAL INFORMATION**

**EXPAND AND ENHANCE RECORDER SERVICES**

**ENHANCE ACCOUNTS PAYABLE PROCESS**

## GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

### GOAL 1: PROVIDE TIMELY AND ACCURATE FINANCIAL INFORMATION

*Objective A: Improve the Financial Accounting System (FAS).*

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
1A. Received Certificate of Achievement for Excellence in Financial Reporting.	Yes	Yes	Yes	Yes	Yes
1A. Received Outstanding Achievement in Popular Annual Financial Reporting.	No	Yes	Yes	Yes	Yes

#### Status

The first objective is to improve the Financial Accounting System by identifying, planning, and executing improvements including conducting and monitoring intermittent user satisfaction surveys. The software installation has been delayed due to system and process issues. The ACR is using this time to make process improvements and conduct training so that once the department determines the next software steps, the department will make quicker progress toward installation and user satisfaction. Once complete, the ACR will survey FAS users regarding reports, including the types of reports available as well as the data presentation to enhance user satisfaction with the new system. As the new system installation proceeds, the ACR will monitor user satisfaction with the system and provide additional training as needed. The department wants the robust accounting system to be useful to management, as well as to accountants and financial entities.

In a measurable aspect of the commitment to provide timely and accurate financial information regarding the finances of the county, the Auditor/Controller-Recorder has again received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA) for the 19<sup>th</sup> consecutive year. An award-winning County Annual Financial Report (CAFR) promotes trust in the financial records of the county and enables better credit ratings from the agencies. In 2007, the department also received for the first time a GFOA Award for Outstanding Achievement in Popular Annual Financial Reporting (PAFR). This award recognizes the department's ability to provide understandable financial information to the public. As the Governmental Accounting Standards Board (GASB) adopts more standards and the GFOA adopts new practices to implement those standards, staff continues to be challenged to meet the standards and practices within the deadlines. Additional staff, or at least cyclical staff needs will require analysis and response to maintain an award-winning report.

### GOAL 2: EXPAND AND ENHANCE RECORDER DIVISION SERVICES

*Objective A: Maintain library of microfilm from 1980 to present in good repair.*

*Objective B: Maintain an up-to-date inventory of all microfilm.*

*Objective C: Digitize images from 1980 to current.*

*Objective D: Expand services in outlying offices.*

#### 2006-07 ACCOMPLISHMENTS

- ❖ Received GFOA Certificate of Achievement for Excellence in Financial Reporting (CAFR) for the 19<sup>th</sup> year
- ❖ Received GFOA Award for Outstanding Achievement in Popular Annual Financial Reporting (PAFR)
- ❖ Inventoried, repaired as needed, and digitized all microfilm images of the Official Records from 1980 to present
- ❖ Initiated a multi-county effort to expand electronic recording as part of a unified, potentially state-wide system
- ❖ Implemented County-wide use of eTime
- ❖ Provided FAS and Shadow training for 250 employees
- ❖ Provided accounting for the Sawtooth Fire and the January 2007 freeze
- ❖ Improved responsiveness to customer telephone calls by implementing a new telephone management system
- ❖ Scanned signature authorization forms to create a shared location to verify signatures





MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
2A. Percentage of film images that are repaired by June 30, 2007. (462,228 images to be repaired as of 2005-06)	25%	80%	90%	100%	N/A
2B. Track and maintain the number of new microfilm cassettes that are inventoried within one month of receipt by June 30, 2007. (30,011 cassettes as of 2005-06)	N/A	100%	100%	100%	N/A
2C. Convert percentage of microfilmed images from 1980 to present to a digitized format by June 30, 2007. (3,235,595 images to be converted as of 2005-06)	N/A	80%	90%	100%	N/A
2D. Provide 60% of Recorder services currently offered in the San Bernardino office to at least one satellite location.	N/A	N/A	N/A	N/A	100%

#### Status

As part of the second goal, the County Recorder is required by law to maintain images of official records on microfilm. The State Archivist has opined that the only two appropriate methods of maintaining archival records are paper and microfilm. However, utilizing microfilm for customer searches on a day-to-day basis is not practical because it is more time-consuming, and results in more wear and tear on the microfilm. For daily business purposes, digital images are far more practical for customers and staff. In 2006-07, the Recorder Division exceeded its target and repaired 416,006 or 90% of the identified film images in need of repair. In the first quarter of 2007-08 the target of 90% has been achieved and surpassed with the film repair project being 100% complete.

The ACR converts the microfilm images to digital format to ensure the safety of the county's official records while offering the most practical means for customer service. The target of converting 80% of all film images from 1980 to present to a digital format was reached in 2006-07. In the first quarter of 2007-08 the Recorder Division had already achieved and surpassed the target of 90% and completed the microfilm project by digitizing all images from 1980 to current. The costs for completing the objectives to inventory, repair, and digitize all microfilm images from 1980 to present were included in an existing contract and achieved without impact to the general fund.

For 2008-09, Objectives A-C will be eliminated as successfully accomplished. Objective D will take priority with the opening of a fourth satellite office in Chino Hills or Hesperia. In an effort to provide greater service to our customers, the ACR has responded to offers to co-locate new service locations with the City of Chino Hills and at the High Desert County Government Center. The Recorder plans to systematically offer the following services: vital records, marriage ceremonies, County Clerk services, document recording, and records research. Each location would require approximately 2,000 to 2,500 square feet of office space, including a reception area with kiosks, service counters, and space for desks, equipment, and supplies. The Recorder estimates that an office in Chino Hills would require 5.0 new positions (1 Legal Document Coordinator, 1 Legal Document Supervisor, 2 Legal Document Classifier II, and 1 Legal Document Classifier I). The estimate for an office in Hesperia includes 7.0 new positions (1 Legal Document Coordinator, 1 Legal Document Supervisor, 3 Legal Document Classifier II, and 2 Legal Document Classifier I). In 2008-09, it is the goal of the ACR to provide 60% of Recorder services currently offered in the San Bernardino office through at least one satellite office. In the event this policy item isn't approved, these services will be offered through an existing satellite office.

### GOAL 3: ENHANCE ACCOUNTS PAYABLE PROCESS

*Objective A: Expand use of electronic fund transfers (EFT) for vendor payments.*

*Objective B: Reduce the amount of time required to process county bills and payments.*

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
3A. Percentage increase in vendor participation in the EFT program. (358 vendors as of 2005-06)	10%	25%	35%	37%	40%
3B. Percentage of valid payment documents processed within ten days of presentation to executive management. (January through June 2006, 43,479 documents processed)	86%	90%	90%	90%	90%

#### Status

The third goal relates to Auditor/Controller-Recorder implemented electronic systems for payment of the county's bills. In an effort to increase vendor participation in the EFT program, Accounts Payable trained county staff and advertised the program to vendors, encouraging them to participate. The ACR presented a policy revision to the Board of

Supervisors to require new contractors to accept payment via EFT. Additionally, the ACR worked with the Purchasing Department to revise RFPs and purchase orders to reflect the policy change. The costs for achieving this goal are included in the department's budget. In 2006-07, the ACR exceeded the target of a 10% increase in vendor participation in the EFT program and achieved a 25% increase.

Also, the department achieved the measurement of processing 90% of valid payment documents within 10 days of presentation by June 30, 2007.

For 2008-09, the ACR will work toward improvements in both objectives.

### APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

Brief Description of Policy Item	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
1. A joint policy item was approved with Human Resources and the Information Services Department to add 1.0 position to the Employee Management and Compensation System (EMACS) team. The department received \$68,632 in ongoing general fund financing for the position.	1.0	68,632	-	68,632

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
P1. Percentage of existing and new non-standard employee contracts and paychecks reviewed and analyzed for variances with EMACS, to ensure the appropriate adjustments are made.	N/A	90%	100%	100%	100%

#### Status

With the additional general fund financing, EMACS now reviews all non-standard employee contracts, contract amendments, terminating contracts, and paychecks to ensure accuracy and completeness. With continued funding, the department will be able to continue this standard of performance for approximately the same number of contracts. In 2006-07, EMACS achieved its goal of analyzing and reviewing 90% of the employee contracts and beginning in 2007-08 100% of all contracts will be reviewed and analyzed annually.

### 2008-09 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS), INCLUDING NEW CAPITAL IMPROVEMENT PROGRAM (CIP) PROJECTS, OR BUSINESS PROCESS IMPROVEMENT (BPI) RESERVE FUNDS

Brief Description of Policy Item, CIP, or BPI reserve funds request	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
P1. Policy Item - 1.0 additional Systems Procedure Analyst I position. (ongoing funding) County departments routinely request assistance from EMACS employees to develop and run queries from the EMACS system for a variety of needs, such as budget projections, vacancies, turnover, overtime, etc. A significant need exists to develop and provide ongoing countywide training for EMACS queries for department staff who analyze and report on staffing. Approval of this policy item would provide ongoing general fund financing for a new Systems Procedures Analyst I position dedicated to training and providing support to county analysts in the EMACS query function.	1.0	112,269	-	112,269
P2. Policy Item - 2.0 Internal Auditor II and 1.0 Internal Auditor IV positions. (ongoing funding) The Internal Audits Section requires two more Internal Auditor II positions in order to be responsive to requests from departments for financial and performance audits, cash management training, and risk assessment reviews. Additionally, the Board of Supervisors approved an ACR request to reclassify the Accounting and Auditing Series. The action created the classification of Internal Auditor IV as a non-supervisory position to do audit work of increasingly high complexity. One such position is requested.	3.0	291,823	-	291,823
P3. Policy Item - Up to 7.0 new positions to expand Recorder services in Chino Hills or at the High Desert County Government Center. (ongoing funding) To provide greater service to our customers, the ACR has responded to offers to co-locate new satellite service locations with the new City Hall in Chino Hills and at the new High Desert County Government Center. The Recorder plans to systematically offer the following services: vital records, marriage ceremonies, County Clerk services, document recording, and records research. Each location would require approximately 2,000 to 2,500 square feet of office space, including a reception area with kiosks, service counters, and space for desks, equipment, and supplies. The Recorder estimates that an office in Chino Hills would require five new positions (1 Legal Document Coordinator, 1 Legal Document Supervisor, 2 Legal Document Classifier II, and 1 Legal Document Classifier I). The estimate for an office in Hesperia includes 7 new positions (1 Legal Document Coordinator, 1 Legal Document Supervisor, 3 Legal Document Classifier II, and 2 Legal Document Classifier I). Half of the positions will be funded through ACR's General Fund, and the other positions will be funded through the Recorder's Systems Development special revenue fund. ACR expects to "go live" with one new satellite office in 2008-09 and one in 2009-10.	7.0	435,324	217,662	217,662

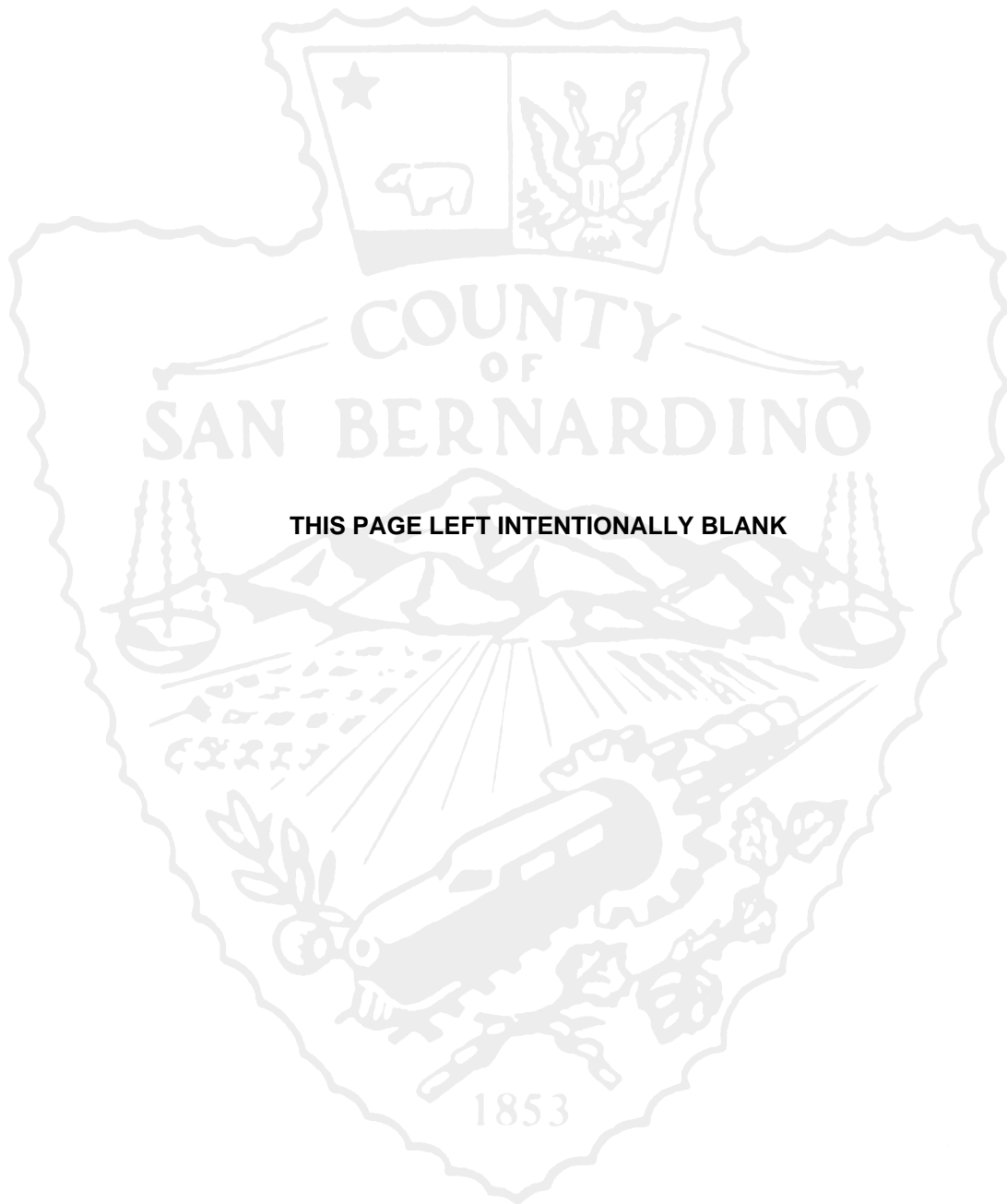
Brief Description of Policy Item, CIP, or BPI reserve funds request		Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
P4.	Policy Item - 1.0 Systems Accountant II and 1.0 Systems Accountant III position. (ongoing funding)	2.0	207,920	-	207,920
Management Services Section (MSS) requires one additional System Accountant II position and one System Accountant III position to respond to workload demands and deadlines. MSS transferred three positions to the FAS Implementation Team in 2006 with the intention that the project would be completed by this time. With the ongoing need for FAS support, the transferred positions need to be replaced. This policy item supports the goal to improve the Financial Accounting system.					
P5.	CIP – Outdoor marriage facility – a concrete slab with constructed gazebo with roof, electricity and seating for 6-10 people. (one-time funding)	-	100,000	-	100,000
During 2006-07, there were 12,314 marriage licenses issued and 4,265 marriage ceremonies performed by Recorder staff. Currently there are no outdoor facilities to accommodate couples and their families, and during busy days, there are not enough facilities to meet the demand. An outdoor facility will provide an attractive location for ceremonies and help alleviate the foot traffic during high volume times. This CIP will be funded through the Recorder's Systems Development special revenue fund and may be a one-time funding request.					
P6.	CIP – Replace the transformer that serves the 3 <sup>rd</sup> and 4 <sup>th</sup> floors of the Hall of Records building. (one-time funding)	-	25,000	-	25,000
The transformer that serves the 3 <sup>rd</sup> and 4 <sup>th</sup> floors has not been replaced since the building was built, and is over 20 years old. Over the last few years, the temperature and noise it generates has increased substantially. The staff and business operations that are impacted by this transformer include Central Payroll/EMACS, Auditor/Controller staff, two divisions of Human Resources, and the Department of Risk Management. The CIP will be funded through the general fund.					
P7.	CIP – Remodel Recorder Customer Service Area, Break Room, 1 <sup>st</sup> /2 <sup>nd</sup> Floor Restrooms. (one-time funding)	-	940,000	-	940,000
Recorder business operations have changed as technology has changed. Because of the ability to record electronically, the space that was originally designated for businesses for recording is no longer used for that purpose. The Auditor/Controller-Recorder would like to convert the area to its best use to add more customer service windows. Adding more customer service windows will enable staff to serve more customers and reduce wait times. The CIP is a one-time funding request and may be funded through the Recorder's Systems Development special revenue fund. Also, the restrooms are heavily used by the public, and in need of rehabilitation.					

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
P1. Develop EMACS query training for county users and provide training to a pilot group.					100%
P2. Percentage of audits started from county department requests.					40%
P3. Percentage completion of a new satellite office, fully operational, with 60% of the Recorder services that are currently provided in the San Bernardino Office, (provided that the satellite office is constructed on time).					100%
P4. Percentage of projects started from county department requests that are associated with policy or legal requirements within two months of receipt by the ACR's Management Services Section (MSS).					30%
P5. 100% fully constructed and operational by June 30, 2009, (provided all construction deadlines are met).					100%
P6. Percentage of transformers installed during 2008-09, (provided all construction deadlines are met).					100%
P7. Percentage of remodel designed and contracted in 2008-09, (provided all construction deadlines are met).					100%

## 2008-09 PROPOSED FEE ADJUSTMENTS

DESCRIPTION OF FEE REQUEST	SERVICE IMPACTS
1. In 2008-09, the department will propose increases in accounting and auditing fees to mitigate the amount of local cost funding required for existing policy programs. Modify the Fee Ordinance to change 16.023A (a), (b), (e), (f), (k)(1), (m) from \$82.00/hour to \$87.00/hour and modify 16.023A (i) from \$44.00/hour to \$48.00/hour.	If fees are not increased, the general fund will be subsidizing the cost of these services to non-general fund units.
2. Modify the Fee Ordinance to change 16.023A to add a new fee of \$1.00 per document to establish a Social Security number truncation program for Official Records, as required by AB 1168 (special revenue fund).	AB 1168 requires each County Recorder to truncate the first five digits of any social security number that is on an Official Record, and to create a separate image and index of the new record as a "Public Record." The law authorizes the Board of Supervisors to adopt a fee of \$1 per document to fund this mandate.

If there are questions about this business plan, please contact Betsy Starbuck, Assistant Auditor/Controller-Recorder, at (909) 386-8818.





**Dick Larsen**  
Treasurer-Tax  
Collector/Public  
Administrator

### Mission Statement

*The San Bernardino County Treasurer-Tax Collector/ Public Administrator's office fulfills its statutory obligations in a fair, courteous and professional manner that is open and accessible to citizens, the business community, and other public agencies. This office will utilize current and evolving technology to enhance services and improve the reach of those services throughout the region. We will operate efficiently to deliver the highest quality services at the lowest possible cost to the taxpayers of San Bernardino County.*



### GOALS

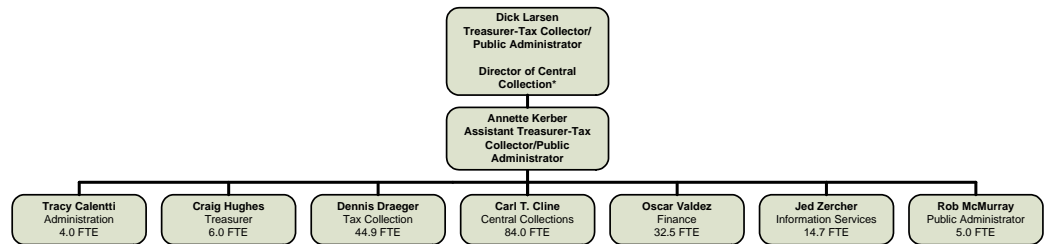
**MANAGE THE COUNTY TREASURY FUNCTION IN A SAFE, EFFECTIVE AND EFFICIENT MANNER**

**COLLECT PROPERTY TAXES IN EFFECTIVE MANNER WITH FOCUS IN CUSTOMER SERVICE**

**INVESTIGATE AND ADMINISTER ESTATES OF DECEDENTS WITH CARE AND PROFESSIONALISM**

## TREASURER-TAX COLLECTOR/PUBLIC ADMINISTRATOR

### ORGANIZATIONAL CHART



\*Director of Central Collection is recognized as 1.0 FTE

### DESCRIPTION OF MAJOR SERVICES

The Treasurer-Tax Collector/Public Administrator is responsible for:

- Collection of property taxes.
- Performing the county's treasury function.
- Administering estates of persons who are deceased and no executor or administrator has been appointed.
- Providing a collection service for the county as well as to provide accounting and collections of court ordered payments.

The tax collection function involves the collection and accounting of property taxes for all county taxing entities that amounts to almost \$2.1 billion in property taxes and other fees.

The Treasurer is responsible for the investment of the county investment pool, which includes county funds and all school districts within the county, as well as providing banking services for these agencies.

The Treasurer-Tax Collector's Central Collections Division collected more than \$43.1 million for the year ended June 30, 2007. The majority of these collections are from court-ordered fines and the Arrowhead Regional Medical Center's delinquent accounts receivable.

### 2007-08 SUMMARY OF BUDGET UNITS

	Appropriation	Revenue	Local Cost	Fund Balance	Staffing
<b>General Fund</b>					
Treasurer-Tax Collector/Public Administrator	21,653,245	14,201,687	7,451,558		201.1
Total General Fund	21,653,245	14,201,687	7,451,558		201.1
<b>Special Revenue Fund</b>					
Redemption Maintenance	170,606	6,068		164,538	-
Total Special Revenue Fund	170,606	6,068		164,538	-
<b>Total - All Funds</b>	<b>21,823,851</b>	<b>14,207,755</b>	<b>7,451,558</b>	<b>164,538</b>	<b>201.1</b>

## GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

### GOAL 1: MANAGE THE COUNTY TREASURY FUNCTION IN A SAFE, EFFECTIVE AND EFFICIENT MANNER

*Objective A: Maintain the highest possible credit rating from the three major rating agencies for the county investment pool.*

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
1A. County investment pool rating	Moody's – Aaa, S&P – AAAF, and Fitch - AAA	Moody's – Aaa, S&P – AAAF, and Fitch - AAA	Moody's – Aaa, S&P – AAAF, and Fitch - AAA	Moody's – Aaa, S&P – AAAF, and Fitch - AAA	Moody's – Aaa, S&P – AAAF, and Fitch - AAA

#### Status

The primary goal of the treasury function is to provide for safe and effective management of the cash and investments in the county's investment pool. The objective selected to meet this goal is the maintenance of the highest possible credit rating from the three major credit rating agencies (Fitch, Moody's, and Standard and Poor's). The achievement of this objective will demonstrate the department's ability to effectively meet the goal of a safe and effective treasury.

The county investment pool is currently being rated by the three major rating agencies. In 2006-07 the target was met. The department expects to continue receiving the highest possible credit rating in 2007-08.

### GOAL 2: COLLECT PROPERTY TAXES IN AN EFFECTIVE MANNER WITH A FOCUS ON CUSTOMER SERVICE

*Objective A: Meet or exceed the average collection rate of comparable counties for secured property taxes.*

*Objective B: Meet or exceed the average collection rate of comparable counties for unsecured property taxes.*

*Objective C: Increase electronic payments of property taxes by taxpayers through the use of E-check and credit card.*

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
2A. Meet or exceed the average collection rate of comparable counties for secured property taxes.  <i>NOTE: It has been determined that data for secured tax collection rates of other counties is unreliable and subject to wide variations in calculation methodologies, therefore, it will no longer be measured.</i>	96.2% secured property tax collection rate	93.8% secured property tax collection rate	N/A	N/A	N/A
2B. Meet or exceed the average collection rate of comparable counties for unsecured property taxes.	97.4% unsecured property tax collection rate	97.1% unsecured property tax collection rate	94.9% unsecured property tax collection rate	94.9% unsecured property tax collection rate	94.9% unsecured property tax collection rate
2C. Percentage increase of electronic property tax payments through E-check and credit card.	43%	32%	10%	10%	10%

### 2006-07 ACCOMPLISHMENTS

#### Treasurer:

- ❖ Maintained "AAA" rating by all major rating agencies
- ❖ Distributed \$166.4 Million in interest earnings
- ❖ Attained record high pool balance of \$4.61 Billion

#### Tax Collector:

- ❖ Collected \$2.1 Billion in annual property taxes
- ❖ January 2007, largest supplemental tax bill mailing in history – over \$118 Million
- ❖ Opening of City of Victorville and City of Rancho Cucamonga seasonal satellite payment center

#### Public Administrator:

- ❖ Implemented new performance measurement tools and standards to reduce case processing time
- ❖ Closed 248 cases in fiscal year 2006-07, an increase of 100% from 2005-06



### Status

The primary goal of the property tax collection function is to collect property taxes for the county and other taxing agencies while providing taxpayers with a professional and convenient payment experience. The first objective selected to meet this goal for 2008-09 involves meeting or exceeding the average unsecured collection rates of comparable counties within the State of California. In 2006-07 the actual collection rate achieved was 97.1% and exceeded the target of  $\geq 94.9\%$ . The target collection rate for 2007-08 of  $\geq 94.9\%$  is expected to be met. In addition, the department's goal is further met by the offering and promotion of electronic methods of property tax payments, including credit card and e-check payments via the internet and an Interactive Voice Response (IVR) system. In 2006-07, the actual percentage increase of payments processed through e-check and IVR was 32% and exceeded the target of a 10% increase.

The department mailed out secured tax bills in September and October for 2007-08, while unsecured tax bills were mailed in July. In an effort to meet these objectives for 2008-09, the department has:

- Expanded the outreach campaign by marketing e-payment options to the Spanish speaking taxpayer via Spanish radio stations and publications.
- Implemented a new IVR system: including a Spanish option; 28 additional lines, improved reliability, more intuitive navigation and the option to pay electronically via one's checking or savings account.
- Re-launched our web-site: offering a Spanish version, a new look and feel, more intuitive navigation, a shopping basket allowing for credit card and electronic payment of multiple parcels in one transaction, a tax deadline and information reminder service for those who subscribe and the ability to print duplicate tax bills.

### **GOAL 3: INVESTIGATE AND ADMINISTER THE ESTATES OF DECEDENTS WITH CARE AND PROFESSIONALISM**

*Objective A: Decrease the average investigation period of decedents.*

*Objective B: Decrease the average estate administration period*

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
3A. Annual percent decrease in the average amount of time necessary to close the investigation of decedents.	N/A	27%	3%	3%	3%
3B. Annual percent decrease in the average amount of time necessary to close the administration of estates.	N/A	15%	3%	3%	3%

### Status

The primary goal of the Public Administrator function is the timely investigation and administration of the estates of decedents. The objectives selected to assist in meeting this goal include a reduction in the amount of time taken to investigate and administer estates. Professional investigations and administration must occur in a timely manner for the department's goal to be achieved. In 2006-07, the target for a 3% decrease in the average amount of time to close both the investigation of a decedent and administration of estates was met and exceeded with the actual decrease of 27% and 15% respectively. In an effort to meet these objectives for 2008-09, the department has:

- Implemented performance measurement tools and standards to reduce the case processing time
- Investigation time was reduced from three months to just over one month
- Closed 248 cases in 2006-07 in comparison to 124 cases closed in 2005-06
- Implemented tools to measure cost effectiveness of case management and established standards for case acceptance

## APPROVED ADDITIONAL GENERAL FUND FINANCING

Brief Description of Policy Item	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
1. A board agenda item was approved mid-year in 2006-07 for \$963,774 in ongoing funding for the following: 3.0 staff and to acquire space for a full-time Victorville satellite office; 5.0 staff for customer service at the main San Bernardino office; 12.0 part-time unclassified positions for off-site phone support; 2.0 positions for high level technical support; two reclassifications; and equipment, office furniture, and supplies in support of the newly funded positions.	22.0	963,774	-	963,774

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
P1. Increase in-person accessibility to Tax Collector Services by opening a year-round Tax Collector satellite office – defined as average customers per day.	N/A	0	15	0	15
P1. Attain an average wait time of less than 5 minutes by implementing an off-site phone support service.	N/A	≤ 2 minutes	≤ 3 minutes	≤ 3 minutes	≤ 3 minutes
P1. Reduce Tax Collector staff overtime by filling newly approved customer service positions.	N/A	32%	N/A	N/A	N/A

### Status

The primary goal of this mid-year policy item was to maintain the ability to collect property taxes in an efficient and effective manner while continuing to provide excellent customer service to the taxpayers. Workload growth necessitated expansion of services and creative workload management solutions.

The department is currently tracking and analyzing the current real estate market conditions for the High Desert. The department will continue to work with Real Estate Services during the current year in an effort to locate the most convenient office location for the county tax payer. This new location needs to be in close proximity to the Assessor's Office in order to provide the county tax payer with a convenient office location to pay property taxes and resolve all property related issues.

During the past fiscal year, the department was unable to locate a suitable and cost beneficial location for the full-time Victorville satellite office. In the mean time, the department is operating a seasonal satellite payment center in the City of Victorville from December 1<sup>st</sup> through 10<sup>th</sup> and April 1<sup>st</sup> through 10<sup>th</sup>. In addition, the department has expanded these services to the county tax payer by opening a second seasonal satellite payment center in the City of Rancho Cucamonga during the same timeframes. The department anticipates filling some of the newly approved satellite positions to assist with the staffing of the seasonal satellite offices and also to offset the increased workload associated with the increased number of annual and supplemental tax bills.

The remaining approved positions have been filled and all re-classifications have been completed.

The department implemented a new off-site phone support service, directing calls to experienced part-time employees working from home during the department's peak call period. The new program was successful in reducing the average wait time to less than two minutes in 2006-07 exceeding the target of less than five minutes.

In addition, the department was also successful in reducing staff overtime by 32% in 2006-07 as a result of the newly approved and filled customer service positions.

### 2008-09 PROPOSED FEE ADJUSTMENTS

The department is not requesting any proposed fee adjustments for 2008-09.

If there are questions about this business plan, please contact Annette Kerber, Assistant Treasurer-Tax Collector/Public Administrator, at (909) 387-6372.